he would very much like to offer his services to me in any direction where his acquaintance with the commercial community would be helpful. I was very grateful and thought it was exceedingly kind of him to tender his assistance. I had spent most of my life in the East, and therefore I had no opportunity of coming into contact with the industrial activities of this country. I asked him to help me in several matters where I lacked experience and knowledge. He readily agreed to do so. More particularly I remember how I asked him to aid me in organising the engineering capacity of this country for the production of war material. Runciman said: 'You need not bother about that—leave it entirely to me.' So I did. But I always found that in all these cases nothing was really done. No man has disappointed me so completely as Runciman." Lord Kitchener spoke with an unaccustomed note of sadness. I never saw him after that conversation.

As to Lord Grey, he was quite futile in any enterprise that demanded decision and energy, and the tremendous responsibility of action in war had a paralytic effect on his powers. I cannot think of any suggestion of his that contributed in the least to the effective prosecution of the War.

Charles Masterman, whose work on Propaganda had been highly successful, had failed in his efforts to secure a seat in Parliament after his defeat at Bethnal Green, and he had therefore left

the Asquith Government. In any case, he unfortunately adopted a very hostile attitude towards my Administration and therefore I could not have availed myself of his services.

In order to test the attitude of my old colleagues towards the Government, I determined to make an